

Further Combined Arms Doctrine

Contributing Authors, Combined Arms Doctrine Directorate

THE U.S. ARMY has eight new field manuals (FMs) scheduled for release: FM 1-02 (101-5-1), *Operational Terms and Symbols*; FM 3-06 (90-10), *Urban Operations*; FM 3-07, *Stability Operations and Support Operations*; FM 3-16 (100-8), *The Army in Multinational Operations*; FM 3-52 (100-103), *Army Airspace Command and Control (A2C2)*; FM 3-91 (71-100), *Division Operations*; FM 5-0 (101-5), *Army Planning and Orders Production*; and FM 7-15, *Army Universal Task List (AUTL)*.¹

FM 1-02/Marine Corps Reference Publication (MCRP) 5-12A

FM 1-02/MCRP 5-12A, *Operational Terms and Graphics*, is being revised based on the publication of FM 1, *The Army*; FM 3-0, *Operations*; other field manuals; and changes to Department of Defense (DOD) Military Standard (MS) 2525, *Common Warfighting Symbolology*.² The manual will reflect changes in relevant joint terminology in accordance with the April 2001 revision of Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms*.³ Since this is a dual-service manual, written with U.S. Marine Corps collaboration, the Marine Corps will also provide new terminology and updated definitions.

The new version no longer constitutes the proponent manual for definitions. Rather, it is a compilation of selected definitions from other manuals, which are the formal proponents for the terms in FM 1-02. Only one manual will be the proponent for any particular term. If a joint definition is applicable to the Army and the Marine Corps, it will be included and noted as a joint term. If, however, an Army or Marine Corps definition differs from an existing joint definition, the joint definition will be cited along with the service definition. Where the Army and Marine Corps definitions differ, both will be included. The definitions included in FM 1-02 are Army- and Marine Corps-specific; if Webster's

[FM 3-91] will be the first echelon manual that references doctrine from FM 3-0 and FM 3-90, Tactics. Readers must understand these manuals to effectively understand and use FM 3-91. This draft also combines the TTP from five 71-100 manuals, thereby eliminating the need for the other manuals.

dictionary defines a particular term, it will not be included. An updated list of approved acronyms and abbreviations with their explanations will also be included.

As for symbology, the September 1997 FM 101-5-1 reflects the new DOD MS 2525A, based on which affiliation shapes changed for enemy (diamond), expanded to include neutral (square) and unknown (trefoil), but did not change for friendly (rectangle).⁴ Modifiers for the symbols are unchanged. Graphics in DOD MS 2525A have remained largely unchanged from the October 1985 FM 101-5-1, *Operational Terms and Symbols*.⁵ The current revision will include additional information on building symbols and using graphics. Moreover, a new version of DOD MS 2525B has been approved and includes symbology changes dealing with stability operations and support operations that will be reflected in FM 1-02.

FM 3-06

FM 3-06, now being disseminated to the Doctrinal Review and Approval Group (DRAG) for review, discusses major Army operations in urban environments. It updates and replaces the previous urban operations doctrine, FM 90-10, published 22 years ago.⁶ FM 3-06 provides a keystone urban operations doctrine and incorporates changes in joint and Army doctrine and organization since the last edition. It also records changes in the National Security

Strategy. Additionally, FM 3-06 and urban operations appendixes found in infantry, armor, combined arms, and proponent FMs provide the tactics, techniques, and procedures (TTP) and appropriate proponent information necessary to conduct tactical urban operations at the brigade level and below.

In developing the manual, the Combined Arms Doctrine Directorate (CADD), Fort Leavenworth, Kansas, first prepared a concept paper to accumu-

Information-age developments, coupled with a revolution in military technology, have profoundly influenced the depth, breadth, and height of today's battlefield. The capabilities of friendly and enemy forces to acquire and dominate each other by fires and maneuver are maximized by effectively using the electromagnetic spectrum. Exponential improvements of targeting capabilities occur almost daily in the technological age.

late Army input. CADD then staffed the concept paper through U.S. Army Training and Doctrine Command (TRADOC) schools and centers to solicit input and comments. The concept paper and comments provided the framework for FM 3-06. Urban environment—complex terrain, concentrated population, and an infrastructure of systems—is the operational environment in which Army forces will operate. It may be the predominant future operational environment. FM 3-06 is intended for senior leaders and their staffs at the brigade through corps levels, and it addresses the full spectrum of operations, both violent and nonviolent, that Army units will execute in urban settings.

The organization of FM 3-06 is simple and demonstrates how to apply the doctrinal principles in FM 3-0 to this unique environment. It consists of eight chapters, with the first half providing general doctrine that applies to all urban operations. It provides theoretical and historical perspectives of urban operations that serve as a basis for the rest of the manual. Next, it discusses the characteristics of urban centers and populations as well as their impact on operations. FM 3-06 also discusses the media's impact and the nature of the urban threat. It then discusses the potential costs of urban operations and the effects on each of the battlefield operating systems (BOS) that each commander must consider. It also outlines an urban operational concept and specific urban considerations that create the necessary framework for applying operational doctrine in an urban environment.

The second half of FM 3-06 discusses how to conduct urban operations. Urban operations include major offensive and defensive operations in cities, and stability and support operations ranging from peace operations and combating terrorism to domestic support operations and foreign humanitarian assistance. For each type of operation—offensive, defensive, stability, and support—the purpose, characteristics, organization, and considerations are discussed separately. However, commanders must remember that most urban operations will involve some aspect of all four types of operations, although one may dominate for a period, and plan accordingly. Each urban operation will be distinct because of the multitude of combinations presented by the threat, the urban area itself, the major operation, and various geopolitical considerations. Commanders must also consider urban operations' effects on non-combatants more intently.

FM 3-06 provides the analytical tools needed to evaluate an urban operation and determine its necessity for mission success. It also provides the means to understand and determine how the urban environment impacts military operations and provides information on managing, taking advantage of, and mitigating the effects of those impacts.

FM 3-07

FM 3-07 is also a keystone doctrinal manual that replaces four previous manuals. It updates FM 100-20, *Military Operations in Low-Intensity Conflict*, and consolidates doctrine found in FM 100-23, *Peace Operations*; FM 100-19, *Domestic Support Operations*; and FM 90-29, *Noncombatant Evacuation Operations*.⁷ It incorporates terminology and concepts currently contained in FM 3-0, specifically amplifying chapters 9 and 10. FM 3-07 is conceptual, aiming more at a broad understanding than at details of operations. Other joint and Army publications contain details such as TTP. FM 3-07 is being disseminated to the DRAG for review.

Stability operations promote and protect U.S. national security by influencing the threat, political, and information dimensions of the operating environment through peacetime cooperative activities and coercive actions in response to crises. Stability operations can range from cooperative actions, such as security assistance, to coercive operations such as peace enforcement. The overarching purpose of these operations is to promote and sustain regional and global stability.

Support operations employ Army forces to assist civil authorities, foreign or domestic, as they prepare for or respond to crises and relieve suffering. During support operations, Army forces provide es-

sential support, services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities. Support operations are designed to meet designated groups' immediate needs for limited periods of time until civil authorities can function without Army assistance.

FM 3-16

FM 3-16 focuses on Army units participating in multinational operations, but much of the material will be generic enough for any nation participating in multinational operations with the U.S. Army to use. It supports the Army as either a multinational headquarters or a multinational member nation.

FM 3-16 is being revised as an initial draft and incorporates material from FM 100-8 and the American-British-Canadian-Australian (ABCA) *Coalition Operations Handbook (COH)* while eliminating duplication of JP 3-16, *Joint Doctrine for Multinational Operations*.⁸ The ABCA *COH* was originally written and published for the ABCA Armies' Program. The handbook was developed based on an ABCA Exercise Cascade Peak 1996 tasking that was a Battle Command Training Program warfighter exercise for I Corps. The *COH* also supported an ABCA lessons learned requirement that NATO was not working on. The Australian Joint Deployable Task Force tested it in November 1998 during ABCA Exercise Rainbow Serpent in Brisbane, Australia, and the Australian Joint Deployable Task Force then used it at the International Force East Timor headquarters during actual operations. The United Kingdom further tested it in May 2000 at the ABCA Seminar Focus 2000 in preparation for revising the *COH* and publishing a second version.

FM 3-16 will contain general information on important topics that are necessary to conduct multinational operations. Additionally, it will provide questions that multinational headquarters or multinational partners need to ask to improve the multinational force's efficiency and effectiveness to accomplish its assigned mission. The questions will appear at the end of each chapter following the general information. The information is presented in a format that corresponds to a headquarters staff.

FM 3-52

FM 3-52 has been approved, and publication is expected shortly. The manual will update interim Army airspace command and control (A2C2) doctrine from a 14-year-old manual based on joint airspace control doctrine developed since the last FM. It also replaces FMs 100-26, 100-28, and 100-42.⁹

Information-age developments, coupled with a revolution in military technology, have profoundly



A Task Force Falcon soldier on patrol in Vitina, Kosovo.

Stability operations promote and protect U.S. national security by influencing the threat, political, and information dimensions of the operating environment through peacetime cooperative activities and coercive actions in response to crises.

Support operations employ Army forces to assist civil authorities, foreign or domestic, as they prepare for or respond to crises and relieve suffering. . . . Army forces provide essential support, services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities.

influenced the depth, breadth, and height of today's battlefield. The capabilities of friendly and enemy forces to acquire and dominate each other by fires and maneuver are maximized by effectively using the electromagnetic spectrum. Exponential improvements of targeting capabilities occur almost daily in the technological age. Although extending the area of operations has evolved throughout the history of warfare, space and airborne platforms have improved the commander's abilities to visualize the battlespace, target the enemy, and process and distribute information beyond any 20th-century expectations. Twenty-first-century technologies have placed increasing demands on using airspace. Airspace has become a crucial resource with

increasing numbers and types of airspace users that the combat commander must manage efficiently.

A2C2 provides the necessary command and control (C2) structure to effectively use airspace. FM 3-52 describes the doctrinal principles and fundamentals for organizing, planning, and using airspace.

The September 1997 FM 101-5-1 reflects the new DOD MS 2525A [symbolology], based on which affiliation shapes changed for enemy (diamond), expanded to include neutral (square) and unknown (trefoil), but did not change for friendly (rectangle).

Beginning with the fundamentals of airspace management at the joint level and working through A2C2 management at each echelon of command, FM 3-52 is both a primer for airspace users and a primary reference for A2C2 staff planners. It provides the guidance to allow planners to identify, integrate, coordinate, and regulate the Army's use of airspace, focusing on how the Army uses airspace in planning and executing the commander's intent.

The Army's requirement to effectively control and exploit airspace validates the fact that airspace is the terrain flight dimension. Coordinating and integrating airspace use is a force multiplier; it ensures that all BOS are available to positively affect the course of the battle. Additionally, effective airspace management and control enhance force-protection measures, minimize the risk of fratricide to airspace users and ground combat units, and increase overall force effectiveness. Within its five chapters and three appendixes, FM 3-52 overviews airspace C2 doctrine, A2C2 fundamentals, functional elements, procedural control measures, and A2C2 connectivity. It covers A2C2 messages, reports, and overlays; A2C2 tasks; and the Tactical Airspace Integration System in the appendixes.

FM 3-91

The final draft of FM 3-91 has been completed and released for comment with a target publication date of September 2002. The manual will be the first echelon manual that references doctrine from FM 3-0 and FM 3-90, *Tactics*.¹⁰ Readers must understand these manuals to effectively understand and use FM 3-91. This draft also combines the TTP from five 71-100 manuals, thereby eliminating the need for the other manuals. The draft still addresses TTP specific to different divisions; however, referencing common doctrine and terms in FMs 3-0 and 3-90, FM 3-91 omits redundancy.

The manual's format is consistent with the Army operations process of planning, preparing, executing, and assessing. The operations process forms the outline for the chapters as well as FM 3-0's operational framework and battlefield organization. FM 3-91 also includes chapters on C2, fundamentals of division operations, and offensive and defensive operations.

FM 3-91 further discusses what divisions should consider when tasked with conducting full-spectrum operations. Two new chapters discussing stability operations and support operations are included, as are appendixes on Army transformation, interim brigade combat teams, an Army forces division, heavy/light operations, airborne/air assault operations, and force projection and sustainment. FM 3-91 is written for staff officers from any division. By covering all types of divisions with one manual, staff officers will be able to understand and use various units within the division as well as select corps assets.

FM 5-0

FM 5-0 is a revision of the May 1997 FM 101-5.¹¹ The initial draft has been distributed to the field for comment and is being revised for final draft. Army planning processes for the next 14 years must meet the needs of all units, from analog to digitized. Because of these requirements, the military decisionmaking process (MDMP) will not change drastically. However, this revision will visit TTP that may apply to future digitized units. The revision does not address staff organization as the current version does. Staff organization and responsibilities now appear in the new FM 6-0, *Command and Control*. FM 6-0 better aligns the staff with the manual for the commander.

There are two additions to the revised FM 5-0. First is a chapter on problemsolving techniques that are no longer taught in the programs of instruction at Army schools. Currently, the U.S. Army Combined Arms and Services Staff School, Fort Leavenworth, Kansas, is the only school that teaches these techniques. The Army does require a reference manual for analytical problemsolving techniques. FM 5-0 will be the standard for routine problem planning and decisionmaking as well as operations and orders production planning.

The second addition is troop-leading procedures (TLPs). Leaders inherently use TLPs in their intuitive decisionmaking and commander's vision. FM 5-0 establishes an Army standard for TLP on which other doctrine centers can base additional details for TLPs that are specific to their branches and echelons. TLPs are taught to small-unit leaders throughout the Army for decisionmaking at levels where

the commander has no assigned coordinating staff.

FM 5-0 incorporates some of the efficiencies to the MDMP found during Army digitization. In August 2000, the Army received a request for required functionality changes to the MDMP that occurred as a result of digitization. CADD and the Battle Command Battle Lab, Fort Leavenworth, Kansas, are working together to compile the results. Enhancing situational understanding through a shared common operational picture is leading this digitized effort. Because of the common operating picture and whiteboard/videoteleconferencing capabilities, collaborative planning among commanders and staffs will speed up the MDMP. Additionally, parallel planning among different levels of staffs will be greatly enhanced.

FM 7-15

FM 7-15 is a comprehensive listing of tactical level of war tasks that describe the Army's contributions to the joint force commander's capabilities tasks and is being revised into the DRAG edition. It is subordinate to Chairman of the Joint Chiefs of Staff Manual 3500.04B, *Universal Joint Task List (UJTL)*.¹² TRADOC developed the Army universal task list (AUTL) as a comprehensive listing of Army tactical-level tasks and functions in response to a UJTL tasking. The AUTL—

- Replaces the April 1990 edition of TRADOC Pamphlet 11-9, *Blueprint of the Battlefield*.¹³
- Provides a standard structure of tasks and functions, including their definitions and reference codes, that Army units and staffs perform at the tactical level.
- Articulates what the Army does to accomplish missions. It does not describe how success occurs. It applies to all four types of military operations—offensive, defensive, stability, and support.
- Serves as a reference that commanders at all tactical echelons—company, troop, battery, to corps—can use in developing their unit mission-essential task lists.
- Relies on the UJTL to define tasks and functions Army elements perform when operating at the operational or strategic level.
- Defines the seven BOS prescribed in FM 3-0.
- Provides measures of performance for each task from which standards can be developed given the applicable factors of mission, enemy, terrain, troops, time, and civilians.

The AUTL provides a doctrinally sound common language and reference system for doctrine, combat, and training developers. It also provides a basis for establishing Army Training and Evaluation Program mission training plans.

The AUTL contains only tactical-level tasks. It does not include tasks Army forces perform as part of joint and multinational forces at the operational and strategic levels. Tactical-level operations in-

There are two additions to the revised FM 5-0. First is a chapter on problem-solving techniques. . . . FM 5-0 will be the standard for routine problem planning and decisionmaking as well as operations and orders production planning. . . . [And second,] FM 5-0 establishes an Army standard for TLP on which other doctrine centers can base additional details for TLPs that are specific to their branches and echelons.

volve units, task forces, and staffs as they conduct—plan, prepare, execute, and assess—operations that accomplish tactical military objectives. Each AUTL task is individually numbered to reflect its placement in the structure and appears only once. This provides a standard reference system for addressing and reporting requirements, capabilities, or issues. Tasks within the AUTL can link horizontally to other tasks within one or more BOS. For example, an armored cavalry troop conducting a movement to contact requires the troop to execute tasks from all BOS. These horizontal links synchronize tasks in space and time based on the concept of operations.

Many AUTL tasks have parallel tasks for other levels of war in the UJTL. For example, an airborne battalion conducting the tactical activities associated with preparing for overseas movement is vertically linked to operational-level, force-projection operations. These vertical task links connect tactical, operational, and strategic operations. However, tactical land power's contributions to joint military power are unique in some cases and do not necessarily link one for one with operational- and strategic-level UJTL tasks.

The format of the AUTL divides the seven BOS into more specific tasks. At the upper levels, the AUTL provides a concise picture of the major activities of a force. At lower levels, it provides increasingly greater detail on what the force must do to accomplish its mission. In all cases, the list of subordinate tasks, if applicable, further elaborates on a task's definition.

Each task appears only once within the AUTL. Subordinating a task within the AUTL has no relationship to a task's importance. That importance is always situationally dependent. In like manner, task subordination does not imply either command or

staff oversight. A task appears in the location that depicts its most common relationships if there are multiple locations where a task could doctrinally be placed. While some functions from different BOS resemble one another, their definitions clearly distinguish them.

FM 7-15 has two parts divided into 12 chapters. Part one, with five chapters, addresses tactical actions, missions, and operations. The Army tactical missions abbreviate these tactical actions, missions, and operations. Part one provides a generic hierarchical listing of the tactical missions for each type of Army operation. The tasks and functions associated with these missions apply across branches and proponents. Each type of operation has its own chapter, addressing the offense, the defense, stability operations, and support operations. Tactical mission tasks describe the results, or effects, the commander wants to achieve—the what or why of a mission statement. These tasks have specific military definitions, and tasks are often given to small units as the task or purpose part of their mission statements. All tactical actions, missions, and operations in part one are executed using two or more of the seven BOS defined in part two.

Part two defines the seven BOS and defines and provides measures of performance for the subordinate Army tasks of each BOS. The BOS are the physical means tactical commanders use to execute the operations defined in part one and accomplish the missions superior tactical- and operational-level commanders assign. The BOS group relates tasks according to battlefield use. Each BOS has its own chapter:

The AUTL contains only tactical-level tasks. It does not include tasks Army forces perform as part of joint and multinational forces at the operational and strategic levels. . . . Tasks within the AUTL can link horizontally to other tasks within one or more BOS.

- Intelligence.
- Maneuver.
- Fire support.
- Air defense.
- Mobility/countermobility/survivability.
- Combat service support.
- C2.

The six tactical task areas established in the UJTL do not reflect how the Army has traditionally organized its physical means—soldiers, organizations, and equipment—to accomplish tactical missions.

The UJTL defines environmental conditions a force might experience. These environmental conditions may affect task performance. Some conditions describe civil considerations such as host nation support, others describe the military environment such as the United States having air superiority, while still others describe the physical environment. Conditions help frame the differences or similarities between assigned missions when linked to tactical tasks. Because conditions for joint tasks are the same as conditions for Army tasks, the AUTL does not address them. Users should refer to the UJTL for condition statements. **MR**

NOTES

1. U.S. Army Field Manual (FM) 1-02, *Operational Terms and Symbols* (Washington, DC: U.S. Government Printing Office [GPO], to be published [TBP]); FM 3-06, *Urban Operations* (Washington, DC: GPO, TBP); FM 3-07, *Stability Operations and Support Operations* (Washington, DC: GPO, TBP); FM 3-16, *The Army in Multinational Operations* (Washington, DC: GPO, TBP); FM 3-52, *Army Airspace Command and Control (A2C2)* (Washington, DC: GPO, TBP); FM 3-91, *Division Operations* (Washington, DC: GPO, TBP); FM 5-0, *Army Planning and Orders Production* (Washington, DC: GPO, TBP); and FM 7-15, *Army Universal Task List (AUTL)* (Washington, DC: GPO, TBP).
2. FM 1-02, *Marine Corps Reference Publication 5-12A, Operational Terms and Graphics* (Washington, DC: GPO, TBP); FM 1, *The Army* (Washington, DC: GPO, 14 June 2001); FM 3-0, *Operations* (Washington, DC: GPO, 14 June 2001); Department of Defense (DOD) Military Standard (MS) 2525, *Common Warfighting Symbolology* (Washington, DC: GPO, TBP).
3. Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms* (Washington, DC: GPO, 12 April 2001).
4. DOD MS 2525.
5. FM 101-5-1, *Operational Terms and Graphics* (Washington, DC: GPO, 30 September 1997).
6. FM 90-10, *Military Operations on Urbanized Terrain* (Washington, DC: GPO, 15 August 1979).
7. FM 100-20, *Military Operations in Low-Intensity Conflict* (Washington, DC:

GPO, 5 December 1990); FM 100-23, *Peace Operations* (Washington, DC: GPO, 30 December 1994); FM 100-19, *Domestic Support Operations* (Washington, DC: GPO, 1 July 1993); FM 90-29, *Noncombatant Evacuation Operations* (Washington, DC: GPO, 17 October 1994).

8. FM 100-8, *The Army in Multinational Operations* (Washington, DC: GPO, 24 November 1997); American-British-Canadian-Australian *Coalition Operations Handbook* (Washington, DC: GPO, April 1999); JP 3-16, *Joint Doctrine for Multinational Operations* (Washington, DC: GPO, 5 April 2000).

9. FM 100-26, *The Air-Ground Operations System* (Washington, DC: GPO, 30 March 1983); FM 100-28, *Doctrine and Procedures for Airspace Control in the Combat Zone* (Washington, DC: 10 December 1975); FM 100-42, *US Air Force/US Army Airspace Management in an Area of Operations* (Washington, DC: GPO, 1 November 1976).

10. FM 3-0, *Operations* (Washington, DC: GPO, 14 June 2001); FM 3-90, *Tactics* (Washington, DC: GPO, 4 July 2001).

11. FM 101-5, *Staff Organization and Operations* (Washington, DC: GPO, 31 May 1997).

12. Chairman of the Joint Chiefs of Staff (CJCS) Manual 3500.04B, *Universal Joint Task List* (Washington, DC: CJCS, 1 November 1999).

13. U.S. Army Training and Doctrine Command Pamphlet 11-9, *Blueprint of the Battlefield* (Washington, DC: GPO, 11 April 1990).

Contributing authors include Harold S. Orenstein; Lieutenant Colonel Michael F. Chura, U.S. Army; Lieutenant Colonel Billy J. Jordan, Jr., U.S. Army; Lieutenant Colonel David E. Turek, U.S. Army Reserve; Lieutenant Colonel Alan E. Moore, U.S. Army, Retired; Major Douglas Darling, U.S. Army Reserve, Retired; Major Thomas C. Powell, U.S. Army; Major Wesley E. Farmer, Jr., U.S. Army; and Lieutenant Colonel Michael J. Flynn, U.S. Army. The contributing authors are assigned to the Combined Arms Doctrine Directorate, Fort Leavenworth, Kansas.